



Organizational Restructuring and Recovery Strategies

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Message from the President

“...we must confront the tough problems, not avoid them and leave them for others. This is never easy, but it’s what conscience demands and what leadership requires.”

- George W. Bush



Message from the Director



“We have developed an aggressive government wide HR policy and program agenda in support of the President's strategic human capital goals, with the aim of making our Federal civil service an “employer of choice” that keeps pace with, and perhaps even surpasses, the best of our private employers.”

- Kay Coles James

Overview

- Moving the organization forward following a major restructuring;
- Transitioning to a most efficient organization (MEO);
- Developing a change management action plan; and
- Focusing on the human needs during this period of transition.





Competitive Sourcing

The Driver for Government Change



Unknowns of Competitive Sourcing

- What is the exact timeline?
- Who will do what job?
- Who will work for whom?
- Who will lead the Most Efficient Organization (MEO) and the Continuing Government Activity (CGA)?
- Who will go where?



Development of the MEO

- Specifies Government's new in-house organization to perform the tasks identified in the PWS.
- Designed to make the organization as COMPETITIVE as possible in bidding the work
 - Change in work activities and business processes
 - Change in staffing ratios to provide for the most efficient level to compete
- Submitted as part of the Management Plan



Management Roles and Responsibilities

- Remember the human elements involved in competitive sourcing.
- Encourage others to communicate often with staff.
- Champion, support and provide education on change management.
- Orient employees to new contract in government.
- Look for ways to streamline operations prior to competitive sourcing study.



Change Management

Remembering the Human Impact of Restructuring



Importance of Change Management

- Change is the reality of Government business today.
 - Most competitive advantages last less than 18 months.
 - Customer service standards must be maintained.
 - Change must be measured.
- Management's role:
 - Produce a sense of stability.
 - Encourage open dialogue and listen to suggestions.
 - Discuss goals, objectives and strategies.



Initial Symptoms of Change

- Fear, insecurity, uncertainty
- Frustration, resentment
- Sadness, depression
- Unfairness, betrayal, distrust



Talking to Employees

Manage change WITH employees by following these guidelines:

- Identify barriers to change at Agency.
- Devise strategies to facilitate change in the organization.
- Develop a communication plan to support the strategies.



Process to Identify Barriers to Change

- Discuss barriers with employees
 - What barriers do you see?
 - What do they see?
 - How do they compare?
 - Are they similar to other Departments or Divisions?
 - How strong of an impact will the barriers have on overall organizational change?



Strategies to Facilitate Change

- Develop an action plan for overcoming barriers to change.
- Reward employees for changing.
- Keep the future in mind – strategize for the CHANGED organization.
- Coordinate and share your strategies with other managers.
- Develop a communication plan



Format for Change Analysis Meeting

- Understand the change.
- Understand the rationale for the change.
- Understand what is negotiable and nonnegotiable.
- Raise issues, problems, suggestions.
- Decide on ways to deal with problems.
- Write down the agreed upon actions.
- Request support for other actions you need.



OPM's Nationwide Testing Program

Transitioning to the Most Efficient
Organization (MEO)
Successes and Lessons Learned



Actions Taken

- Provided definition of roles and responsibilities.
- Developed performance measures and quality indicators.
- Sponsored change management sessions.
- Ensured ongoing communication to all team members.



Contact Information

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